



MARYLAND HERITAGE AREAS AUTHORITY GRANT PROGRAM

**CERTIFIED HERITAGE AREA MANAGEMENT
GRANT**
(Fiscal Year 2013)

Information and Instructions



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**MARYLAND HERITAGE AREAS AUTHORITY GRANT PROGRAM
MANAGEMENT GRANT INSTRUCTIONS – FY 2013**

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Each applicant shall comply with all applicable Federal, State, and Local laws and Departmental policies and programs regarding drug, alcohol, and smoke free work places, disabled access and equal opportunity in employment, housing, credit practices and prohibiting discrimination on the basis of race, color, creed, religion, national origin, gender, marital status, familial status, or physical and/or mental disabilities in any aspect of the grant project.

Please be advised that in accordance with provisions of Executive Order 01.01.1983.18, if your application contains any information that may constitute personal information as defined below, you should be aware of the following:

1. Any personal information (“personal information” means any information about a natural person or his/her immediate family which identifies or describes any characteristics including but not limited to education, financial transactions or worth, medical history, criminal or employment record or things done by or to that natural person or his/her immediate family) requested by the Maryland Heritage Areas Authority (MHAA) and supplied by the applicant will be used principally for MHAA’s determination of the feasibility of the application;
2. Failure to accurately and adequately supply requested information may seriously jeopardize MHAA approval of the application;
3. MHAA will permit the subjects of any personal information in an application to inspect, amend, and correct such personal information;
4. Any document supplied to or obtained by MHAA may be a public record generally available for public inspection under the Maryland Public Information Act and COMAR 05.01.02; however, under the Maryland Public Information Act trade secrets, information privileged by law, confidential commercial data, and records describing an individual person’s finances may not be disclosed; and,

Personal information supplied to MHAA in an application may be shared with other state, local, or federal government agencies involved with the proposed financing or project.

By submitting application materials, the applicant agrees to give MHAA permission to use these materials as permitted by law for not-for-profit purposes including, but not limited to, education and awareness. Examples of materials that may be used by MHAA are photographs, maps, text, graphics, and forms. This permission to MHAA includes the use of application materials for purposes such as publication of printed material, television broadcasts, and Web site or intranet postings. The applicant will not be compensated for such use.

INTRODUCTION

The Maryland Heritage Areas Authority (MHAA) Grant Program is a source of funding designed to assist and encourage the preservation of historical, archeological, natural, and cultural resources, and support economic development through heritage tourism within heritage areas certified by the Maryland Heritage Areas Authority. Heritage area grant awards are made from the MHAA Financing Fund, a non-lapsing, revolving fund into which up to \$3 million is deposited annually. The following is general information about the Heritage Areas Grant Program and instructions for completing the Certified Heritage Area Management Grant application package.

Note: Certified Heritage Area Management Grants were formerly known as Operating Assistance grants.

ELIGIBLE ACTIVITIES

To be eligible for a management grant under the Maryland Heritage Areas Authority Grant Program, the proposed activities must be consistent with the goals, objectives, strategies, and actions outlined in the approved Management Plan for the local Certified Heritage Area (CHA). Management grant funds may be awarded for activities/expenses that are directly related to CHA management entity staffing, operating expenses, and provision of management services, including:

- Salary and benefit expenses for CHA staff; employer taxes
- Contracted services (e.g. planning consultant, bookkeeping, payroll/accounting services, design services, e-newsletter hosting & archiving services)
- Printing (e.g. newsletters, plans, annual reports, CHA-specific brochures)
- Postage
- Telephone (land line and cell phone/mobile devices. For full-cost reimbursement devices must be used solely or primarily for CHA management purposes. If the device will also be used for non-CHA purposes, costs must be pro-rated to reflect only the portion attributable to CHA use)
- Website maintenance (hosting and routine updates of CHA website - does not include major changes and new website development); if major changes or new website development is contemplated, please contact MHAA staff to determine eligibility for management grant funds.
- Staff training and conferences (e.g. conference attendance, attending training workshops). The training or conference must be directly related to CHA duties performed by staff members.)
- Expenses of workshops/training hosted by CHA (e.g. grants training workshops for partner organizations, site docent training)
- Equipment purchase, lease, installation and maintenance (e.g. computers, office furnishings, copiers, etc. For full-cost reimbursement equipment must be used solely or primarily for CHA management purposes; if equipment will also be used for non-CHA purposes, costs must be pro-rated to reflect only the portion attributable to CHA use. Computer equipment is generally expected to have a minimum 3-year lifespan before replacement.)
- Software purchase, lease, updates (software must be required for the conduct of CHA management programs and functions)
- Utility Costs for CHA office space
- Travel and transportation expenses related to CHA activities
- CHA-related memberships and dues
- Fundraising/development activities - Recurring, large-scale fundraising events such as annual festivals or concert series generally should be funded through a Programming grant.

(*Note: Strategy 2.3 of the MHAA Strategic Plan requires CHAs to establish a Development Committee as a part of their board of directors, and to create a CHA Development Plan. As steps to meet these requirements are still underway in many CHAs, having a Development Plan and Development Committee in place will not be required in FY 13 to receive funding for fundraising/development activities. If a CHA currently has a Development Plan in place, the proposed activities should conform to the goals, objectives, strategies, and actions outlined in that plan. In future years, this will be a requirement for any fundraising/development activities.

- Insurance
- Audits
- General Office Supplies

If other types of CHA activities/expenses are contemplated, please contact MHAA staff to determine eligibility.

In addition, **heritage areas may set aside up to 25%, but not more than \$10,000, of a Certified Heritage Area management grant for discretionary purposes.** These funds may be used by the heritage area to provide assistance to heritage area partners (for example through a mini-grant program), to support one or more **non-capital** projects, or to pay for other non-capital expenses that support the goals and objectives of the heritage area management plan. All standard MHAA requirements for matching funds must be met for management funds utilized for discretionary purposes.

Management grant funds may not be used to pay for the following:

- **Capital activities;**
- **Marketing activities eligible for funding through an MHAA Marketing grant (however, discretionary funds for mini-grants may be utilized to support marketing activities by non-profit organizations and local jurisdictions other than Heritage Area management entities); or**
- **Programming activities eligible for funding through an MHAA Programming grant.**

(see MHAA Capital Project, Non-Capital Project, Programming Project and Marketing grant application instructions for additional information.)

ELIGIBLE APPLICANTS

Eligible applicants include the following:

- **Non-profit organizations and local jurisdictions** that have been identified as **management entities** of Certified Heritage Areas (CHAs).
- **Non-profit organizations and local jurisdictions** to which certified heritage area (CHA) management responsibilities have been delegated by a CHA management entity.

Non-profit organizations must be in good standing, qualified to do business in Maryland, and have the legal capacity and authority to incur obligations under the grant program. CHA management entities that currently receive direct operating support from the State of Maryland specifically for heritage area management activities are not eligible to participate in this grant program.

GRANT AMOUNTS AND MATCHING REQUIREMENTS

For Fiscal Year 2013 (FY13), Certified Heritage Area management entities may apply for up to **\$100,000** in management grant funds. **This amount is contingent upon sufficient funding being made available in the Maryland Heritage Areas Authority Financing Fund.**

All grants must be matched in an amount at least equal to the grant (dollar-for-dollar match). The match must consist of **a cash contribution/match equal to at least 75 PERCENT of the grant amount requested from MHAA** (e.g. if \$100,000 of MHAA grant funds is being requested, a minimum of \$75,000 of the grantee's total contribution/match must be cash). The balance of applicant's project contribution/match may consist of in-kind contributions. **State of Maryland funds may not be used as match.** All matching funds must be expended during the grant period. **Expenditures made prior to grant award are not eligible as match.**

Examples of Cash Match:

- Cash expenditures
- Support from a non-state grant or loan fund
- Staff salaries (but no more than 35% of total match required) for work specifically on the project

Examples of In-Kind Match (no more than 25% of total match required):

- Volunteer time for work on the project (see http://independentsector.org/volunteer_time for current value of volunteer time)
- Donated professional services (can be valued at their professional rate, but only if working on the project in their professional role (i.e. architect donating architectural design services))
- Donated materials

Applicants must submit proof of required matching funds. This proof of required matching funds must be submitted to MHAA staff for review by June 22, 2012. **Applicants are strongly encouraged to have all required matching funds in-hand, or firmly committed at the time of application, and MUST have provided documentation of all required cash match to MHAA by June 22, 2012 in order to be eligible for grant funding.**

Acceptable documentation of match can include:

- Financial or Bank Statement from applicant organization with letter committing those funds
- Letter of commitment from donor of money, in-kind services or staff time
- Award letter or grant agreement for a non-state grant that will be used as match
- Approved budget from a governmental agency documenting funds are budgeted for the project

NOTE: If the primary source(s) of matching funds will not be in-hand or committed by the deadline, grant applicants may submit an alternate source of match that can be utilized in the event the primary source of match falls through.

For example: If the primary source of cash match is a Star Spangled 200 grant that will not be awarded until after the MHAA grant awards are made, the grantee can provide documentation that they have applied for the SS200 grant, and then also provide a bank statement showing they have the necessary funds in hand, and a letter committing those funds should the SS200 grant application not be successful.

Questions regarding acceptable match and match documentation should be addressed to MHAA staff.

EVALUATION CRITERIA

The following criteria will be considered by MHAA in reviewing management grant proposals:

I) CONSISTENCY WITH THE HERITAGE AREA MANAGEMENT PLAN AND/OR FIVE YEAR PLAN

- Is the project specifically identified in the Certified Heritage Area Management/Five Year Plan, and does the application specify the section or page number of the management/five year plan where the project is identified?
- If the project is not specifically identified in the Certified Heritage Area Management/Five Plan, is the project consistent with the goals, objectives, strategies, standards, and actions outlined in the applicable Certified Heritage Area management plan, and does the application clearly explain how the project is consistent with specific goals, objectives, strategies, standards, and actions in the management plan?

II) PROJECT DESIGN

- Are project objectives and the methods to accomplish those objectives clear, and is it clear what the products/results of the project will be?
- Does the budget contain the necessary expenditures to accomplish the tasks outlined in the Scope of Work?
- Is the proposed timeline realistic and does it set out a logical progression of work to accomplish the work described in the Scope of Work?
- Are project personnel (if known) appropriately qualified and experienced to carry out the project?

III) BUDGET

- Are the costs outlined in the project budget reasonable and customary given the goals of the project, and for the services or products being obtained? Will some type of standard procurement process be followed to obtain the most reasonably priced and best qualified goods and services (e.g. local governments will follow their in-place procurement process; non-profits will obtain bids from multiple vendors for goods and services)?
- Are the costs in the budget broken down in detail, e.g. for consultant services are products and pay rates/fees clearly specified; for staff time being used as match, is each staff person and their job function listed and the specific number of hours and hourly pay rate for each person provided?
- Are line items in the budget clearly related to the products, activities and work described in the Scope of Work?
- Is the **match firm and clearly documented**, or is some or all match not in-hand, e.g. does the application qualify some match as dependent on a non-awarded grant, requested donations, or other projected future income?

- Does the project or its products significantly leverage non-State investment; is significantly more project funding leveraged than the required dollar-for-dollar match; is a majority of the additional leveraged project funding cash, rather than in-kind? (***NOTE: MHAA requires a minimum dollar-for-dollar match, and that 75% of the required minimum match must be cash**)

IV) URGENCY

- Is it critical that the project be accomplished within a limited timeframe or does the project present a time-limited special opportunity? What are the drawbacks of delaying the project, e.g. will delay likely lead to loss of funds, are critical personnel only available within short timeframe, or is the event tied to an anniversary date?

V) FEASIBILITY AND READINESS

- Is the project ready to proceed upon grant award and can project objectives realistically be accomplished within the proposed timetable?
- If applicable, is there a marketing strategy, timeline and budget in place to achieve sufficient public awareness about the proposed project? Does the application address how the public will be informed about the availability of a new product such as a website, driving tour map & guide, or museum exhibit?
- What is the lifespan of the outcomes of the proposed project, and have all ongoing costs resulting from the project been accounted for? If there is or is likely to be an ongoing need for the maintenance, replacement or updating of project-produced products, or ongoing fees associated with the products, has funding or required services been secured to meet these ongoing needs? For example, what provisions are in place to repair damaged signage or trail amenities; is it clear how a new MHAA-funded website or app will be maintained and updated during the projected total life span of the product, and how will any ongoing hosting fees be supported?

VI) IMPACT

- Does the project result in **clear heritage tourism-related public and economic benefits**, e.g. visitor resources will be created or substantially improved, project products will encourage increased visitation to heritage sites, the project will result in job creation or retention, or the project will encourage heritage tourism-related business creation or development?
- Will the project significantly contribute to fulfilling the goals presented in the MHAA Strategic Plan of developing heritage tourism product, building partnerships, or sustaining regional identity?

VII) ADMINISTRATIVE CAPABILITY OF APPLICANT

- Has the applicant received previous MHAA grants that have demonstrated good administrative capability including filing required progress reports, completing projects on time and within budget, and submitting complete financial documentation of expenditures, or does the applicant have a proven record of successfully administering grants from other agencies/organizations?
- Does the applicant have other open MHAA grant(s) from previous fiscal years? Have open grants required repeated extensions of the completion date, and if so were the extensions required due to circumstances beyond the applicant's control?

VIII) SUSTAINABILITY AND PRESERVATION (*If applicable to proposed activities)

- Will the project contribute to the acquisition, preservation, conservation/sustainability or enhancement of sites, structures, districts or landscapes which are deemed to be of historic, archaeological, cultural, natural or architectural significance?
- Are the proposed activities environmentally sensitive through their design, construction materials or procurement practices?

IX) COORDINATION WITH BROADER INITIATIVES

- Does the project address one or more of the MHAA FY 2013 funding priorities?
 - Projects that contribute to the commemoration of the Bicentennial of the War of 1812 in Maryland.
 - Projects that contribute to the commemoration of the Sesquicentennial of the Civil War in Maryland.
 - Projects that will assist in interpreting the life, work and legacy of Harriet Tubman and/or the Underground Railroad in Maryland.
- Does the project support or compliment relevant statewide or other broader initiatives?

GRANT TERMS AND CONDITIONS

All grantees will be required to enter into a grant agreement with the MHAA, which generally contains the following standard terms and conditions:

- **Grant Term**- All grant funds generally must be expended within 24 months of the date the grant agreement is signed by all parties, unless the MHAA agrees to a longer term or approves in writing an extension of the grant period.
- **Grantee Reporting Requirements**- The Grantee will submit to the Grantor progress reports of the Project which identify work completed, work still in progress and work newly initiated during the report period. The Grant Agreement will specify when progress reports are to be submitted. The Grantee will also furnish to the Grantor a Final Report of the Project that shall address how funds have been expended.
- **Grant Disbursements**- Disbursement will be made as the project progresses, as specified in the Exhibit A-Disbursement Schedule of the Grant Agreement. On request of the Grantee, MHAA may approve advance disbursements or amendments to the Grant Agreement Exhibit A-Disbursement Schedule on a case-by-case basis. Disbursements will be made upon request for payment submitted by the Grantee in a form satisfactory to MHAA, and upon fulfillment of the other requirements of the grant agreement. Documentation of all expenditures of MHAA and matching funds must be submitted to MHAA.
- **Procurement Procedures** - Grant recipients are expected to ensure that costs for goods and services obtained to carry out the project are reasonable and customary for the type of work performed and materials procured.
 - 1) **Local governments:** Local government grant recipients shall follow their normal procurement procedures, and must be able to document that applicable procurement procedures were followed, if requested by the Grantor.
 - 2) **Non-profits:** Non-profit grant recipients shall utilize a procurement process that allows them to obtain project goods and services at reasonable and customary prices, and if requested by the Grantor, must be able to document that expenditures are reasonable and customary.
 - a) Procurements greater than \$500 and less than \$10,000: Grant recipients are strongly encouraged to obtain written bids from two or more vendors for any goods and services for which costs are expected to be **greater than \$500 but not more than \$10,000**.
 - b) Procurements greater than \$10,000: If costs for any goods or services are expected to **exceed \$10,000** written bids from at least 3 vendors must be obtained. Grant recipients must be able to provide documentation that at least 3 written bids were obtained, if requested by the Grantor
 - 3) When bids are obtained, grant recipients are not required to select the lowest bid, but must be able to provide documentation on why a vendor other than the low bidder was selected and what criteria other than the most favorable bid price were considered.
 - 4) Sole-source procurement of goods and services should not be utilized unless there is a demonstrable and justifiable need and it can be demonstrated that competitive procurement is impractical because only one product or service vendor can meet specific project requirements. As with all procurements, expenditures must be reasonable and customary for the type of goods and services being obtained. If requested by the Grantor, grant recipients must be able to document project requirements that justified the sole source procurement and that expenditures are reasonable and customary for the goods and services obtained.
- **Nondiscrimination**- Each applicant shall comply with all applicable federal, state and local laws and policies and programs regarding drug, alcohol and smoke free work places, disabled access and equal opportunity for employment, housing, credit practices and prohibiting discrimination on the basis of race, color, creed, religion, national origin, gender, marital status, familial status or physical and/or mental disabilities in any aspect of the grant project.
- **Acknowledgment** - Grant recipients are required to provide appropriate acknowledgment of MHAA assistance for all projects in accordance with requirements outlined in the grant agreement.
- **Compliance with Applicable Laws** – Recipients of funds are responsible for complying with all federal, state, and local laws applicable to the project. This responsibility includes, but is not limited to, compliance with local zoning, building and public safety codes, review by local historic preservation commissions, and federal and state licensing, permitting and environmental requirements.

GRANT SCHEDULE

Management Grant applications are submitted directly to MHAA. FY13 applications must be submitted to MHAA by no later than **close of business on April 6, 2012**. Once submitted, grant applications are first reviewed by MHAA staff for completeness. Complete applications are then forwarded to the MHAA Technical Advisory Committee (TAC) for review and recommendation. The recommendation of the TAC is forwarded to MHAA for review and final action at the Authority's July meeting. Meetings of the TAC and the MHAA are scheduled on an

as-needed basis, but will be held, on average, not less than quarterly. Contact Richard Hughes at 410-514-7685 or rhughes@MDP.state.md.us, or Jennifer Ruffner at 410-514-7612 or jruffner@mdp.state.md.us, or visit the “Heritage Areas” section of the Maryland Historical Trust Internet web site at mht.maryland.gov to learn about upcoming meeting dates and grant deadlines.

APPLICATION FORMAT

MHAA Management Grant applications must consist of the following items which are to be submitted as a single package, with hardcopy (paper) items on standard 8 ½" x 11" bond paper. The hardcopy grant application packages must be stapled in the left-hand corner and **include the *Application Cover Sheet* (Appendix I of the separate Grant Application document) as the first pages**. Please do not submit hardcopy applications in binders or as spiral bound books.

Hardcopy (Paper) Applications

All applicants must submit **one (1) paper original with original signatures where required, and eleven (11) paper photocopies** of the following materials:

1. **Cover Sheet.** The instructions for completing the cover sheet are attached as **Appendix I**. The cover sheet form is part of the separate Grant Application document. This form must be attached to the front of the application package.
2. **Narrative Description.** Please refer to the outline shown in **Appendix II**.
3. **Annual Work Plan Chart.** The Annual Work Plan chart instructions are attached as **Appendix III**.
4. **Budget.** The budget form instructions are attached as **Appendix IV**.
5. **Resumes of key project personnel.** Include the resumes of management entity staff and, if known, people such as consultants and project monitors who will perform key activities under the grant.

The electronic forms for these three items are part of the separate FY2013 Management Grant Application file which is available at <http://mht.maryland.gov> under “Forms and Documents.” **Please complete and print out the electronic forms in that file rather than using the sample forms contained in this document.**

In addition, all applicants must submit **two paper copies only** of the following supporting documentation (it is not necessary to submit electronic/digital versions of the following supporting documentation):

6. **Proof of matching funds.** This may consist of a financial statement, commitment letter, or other proof that the applicant has matching funds or in-kind contributions dedicated for the project. This proof of matching funds must be submitted to MHAA staff for review prior to final approval by the Authority at its July meeting.
7. **Proof of nonprofit status (if applicable) and SDAT Standing.** If the management entity is a non-profit organization, proof of non-profit status must be submitted in the form of a copy of the applicant’s Articles of Incorporation, By-laws, and, if applicable, Internal Revenue Service 501 (C)(3) approval letter (**copies do not need to be submitted if the materials were previously submitted and no changes have been made**). In addition, the applicant organization must be in good standing with the State of Maryland Department of Assessments and Taxation (SDAT); MHAA will verify the applicant’s current status prior to disbursement of grant funds. Applicants must verify their current standing at the Maryland Department of Assessments and Taxation’s website at www.dat.state.md.us/ [select “Business Data Search,” then from the “Businesses” section select Business Data Search,” then from the “Main Menu” box select “Business Entity Information (Charter/Personal Property)” and enter the name of your organization or Department ID, finally select “General Info.”] Print out the displayed page and attach it to the completed grant application form.
8. **List of Current Board Members.** Provide your most current board list, including contact information.
9. **Board Meeting Minutes.** Include the minutes from your most recent board meeting.
10. **Letters of support.** At least three letters of support for the application for the management grant must be submitted, including at least one letter of support from each of the following: a State Senator, State Delegate, and local governmental entity from within the Certified Heritage Area. Additional letters of support are welcome and taken into consideration by MHAA.
11. **Heritage Area Management Entity Letter of Authorization.** If the applicant is a non-profit organization or local jurisdiction that has been delegated responsibility for implementation of all or some of the heritage management plan, a letter from the official Certified Heritage Area management entity authorizing submission must accompany the application.

Electronic/Digital Application

Two electronic/digital copies of Items 1, 2, and 3 only must also be submitted on **TWO** CD-R (Compact Disc-Recordable) disks. Use Microsoft Word® or another program readable by Microsoft Word® to produce the electronic version. If preferred, the Project Budget may be submitted as a Microsoft Excel®, or another program readable by Microsoft Excel®, file. Each CD-R disk must contain a copy of the application form with all applicable

sections completed. Please assign the file a new descriptive file name (e.g. BaltimoreManagementFY13.doc). Also include any other supporting files you created for your application (e.g. photographs, scanned documentation, etc.). **DO NOT SUBMIT MATERIALS AS PDF FILES OR IN OTHER FORMATS THAT CANNOT BE EDITED BY MICROSOFT OFFICE®.**

APPLICATION ASSISTANCE

A sample MHAA Management Grant Application Cover Sheet (Appendix I), sample Management Narrative Description (Appendix II), sample Annual Work Plan Chart (Appendix III), and sample Management Budget (Appendix IV) are attached. For your convenience, the application form is available on the Internet at mht.maryland.gov under “Forms and Documents.” For questions regarding the preparation of your application, please contact Richard Hughes at 410-514-7685, rhughes@mdp.state.md.us or Jennifer Ruffner at 410-514-7612, jruffner@mdp.state.md.us.

APPLICATION SUBMITTAL

Applications must include the **paper** and **electronic/digital** materials specified above in the “**APPLICATION FORMAT**” section. Please mail or deliver MHAA grant application packages to:

**Richard Hughes, Administrator
Maryland Heritage Areas Authority
Maryland Historical Trust
100 Community Place
Crownsville, MD 21032-2023**

The forms in the following Appendices are sample forms only. Please complete the electronic forms found in the separate FY2013 Management Grant Application file, available at mht.maryland.gov under “Forms and Documents.”

APPENDIX I: MANAGEMENT GRANT COVER SHEET INSTRUCTIONS

I. CERTIFIED HERITAGE AREA INFORMATION

1. Indicate the name of the certified heritage area for which management funding is being requested.
2. Indicate the year in which the heritage area was certified.
3. Please provide the name of each county in which the heritage area is located.

II. APPLICANT INFORMATION

1. Indicate the legal name of the applicant heritage area management entity or the organization(s) or local jurisdiction(s) to which heritage area management responsibilities have been delegated by the CHA management entity.
2. Indicate the mailing address of the applicant identified #1 above. Indicate the street address of the applicant if different from the mailing address.
3. Indicate the name and title of the individual who will serve as the applicant's contact person for the grant. The contact person should be someone very familiar with the application and who will receive all correspondence relating to the grant.
4. Indicate the phone number(s) of the contact person where they may be reached during business hours, including any secondary telephone number (e.g. cell phone) where the contact person can be reached during business hours.
5. Indicate the e-mail address of the contact person.
6. Indicate the fax number of the contact person.
7. Indicate the applicant's EIN number (federal employer identification number). This nine-digit number is assigned by the Internal Revenue Service and usually begins with 52-_____.
8. Indicate the state legislative district(s) & sub-district(s) included in the Certified Heritage Area. It is important that correct legislative district information is provided. If you are unsure of the district or districts in the Certified Heritage Area, please contact your local library for this information, or visit the Maryland General Assembly Website at <http://mlis.state.md.us>; or see <http://mdelect.net/>.

III. DESCRIPTION OF ACTIVITIES

1. Briefly summarize what types of activities and expenses the management grant award will be used to cover. **PLEASE DO NOT ADD PAGES TO THE BRIEF SUMMARY.** Be as specific as possible about the types of activities you will undertake and the products you will produce in the upcoming year. *You can describe activities in more detail later in your Management Narrative.* This summary should match your budget and timetable, and include at minimum all the main activities and products listed in the timetable and budget.

IV. MANAGEMENT BUDGET

1. Provide the amount of grant funds requested from MHAA. **Keep in mind that a maximum of \$100,000 is available per Certified Heritage Area for management activities.**
2. Provide a breakdown of the amounts of required cash and in-kind grantee contributions/match. MHAA grants require a minimum dollar-for-dollar contribution/match (i.e. the amount of required cash and in-kind contributions/match must equal the total amount of grant funds requested from MHAA). *NOTE: If additional cash or in-kind funding is being used to complete the project, those additional amounts should be reported on Lines 3a and 3b.
 - a. Provide the amount of required cash contribution/match the applicant will provide for the project. Remember that **cash match** must comprise **at least 75%** of the minimum required dollar-for-dollar match, although it may be any amount between 75% and 100% of the required contribution/match. For example, if \$100,000 of MHAA grant funds is requested, cash contribution/match must equal at least \$75,000, but can be up to \$100,000. (*NOTE: **State funds may not be used as match, including funds annually granted to Destination Marketing Organizations (DMOs) through the MD Office of Tourism Development's County Cooperative Grants Program.**
 - b. Provide the amount of in-kind contributions the applicant will provide. Remember that in-kind contributions may comprise **no more than 25%** of the required dollar-for-dollar contribution/match.
 - c. Provide the total amount of **all required** cash and in-kind contributions/match the applicant will provide (add Lines 2a and 2b). **This total amount must equal the amount being requested from MHAA on Line 1.**
3. If applicable, provide the amount of additional cash and in-kind funding that is being used for Heritage Area management entity operating activities. This includes cash and in-kind contributions **in excess of the amount being requested from MHAA (Line 1) and the total required cash and in-kind match (Line 2c).**
 - a. Provide the amount of additional cash funding being utilized.
 - b. Provide the amount of additional in-kind contributions being utilized.
 - c. Provide the total amount of **all additional** cash and in-kind funding being utilized (add Lines 3a and 3b).
4. Provide the Total Project Cost (the sum of Lines 1+2c+3c).

V. PUBLIC INFORMATION DISCLOSURE

MHAA intends to make information available to the public regarding grant requests under the MHAA Grant Program. Information contained in this application may be confidential under Maryland's Access to Public Records Act. If you consider your information confidential and do not want it made available to the public, you must indicate so in writing and attach your objection to this application. By signing on the space indicated, you agree that not attaching an objection constitutes your consent to the information being made available to the public and a waiver of any rights you may have under the Act regarding this information.

SAMPLE MHAA MANAGEMENT GRANT APPLICATION COVER SHEET-FY 2012

I. CERTIFIED HERITAGE AREA INFORMATION

1. Name of Certified Heritage Area:

Baltimore Heritage Area

2. Date of Certification: October 2001

3. County(ies) included in Certified Heritage Area: Baltimore City

II. APPLICANT INFORMATION

1. Full Legal Name of Applicant Organization:

Baltimore Heritage Management, Inc.

2. Mailing Address: 1801 Saratoga Street, Suite 105

City, State, Zip Code: Baltimore, MD 21123

Street Address (if different from above): _____

3. Contact Person: (Include Ms., Mr., Dr. etc.) Ms. Jane Doe

Organizational Title: Executive Director

4. Telephone: (Office) 410-222-7788 (Other Telephone) 443-997-1166

5. Email Address: jdoe@verizon.com 6. Fax Number: 410-234-6735

7. Applicant's Federal Employer Identification Number (normally 9 numbers beginning with 52, e.g. 52-1234567: 52-1234567

8. State legislative district(s) & sub-district(s) included in the Certified Heritage Area (e.g. 1, 1A, 2B, 3, 3C).
Please ensure accuracy. (Information is available online at <http://mdelect.net/> and <http://mlis.state.md.us/>):
23B, 24,27,31A

III. NARRATIVE DESCRIPTION

1. Provide a brief narrative describing the how the management funds will be used and proposed activities that will be undertaken (**use this space only**). **Activities discussed here should expand on but correspond with activities outlined in the Summary Scope of Work (Appendix I, section III), Timetable (Appendix II, section III), and Budget (Appendix III).**

MHAA funds are requested to fund the Executive Director, Office Manager and Outreach/Education Coordinator; operations, fund-raising, and partner/public outreach (including newsletters, the heritage area website, and the annual report, as well as attendance at regional and national conferences); and mini-grants. The Baltimore Heritage Area will continue to provide technical assistance to partners through a grants workshop and ongoing professional support. Other outreach will include a workshop with stakeholders, including elected officials, to work toward the development of heritage-area-wide preservation plan, with the process lead by a consultant.

IV. MANAGEMENT GRANT BUDGET

1. **Amount requested from MHAA** \$100,000
2. **Required Contribution/Match**
 - a. Applicant's required cash contribution/ match (*Must equal at least **75%** of Line 1) \$80,000
 - b. Applicant's required in-kind contribution/match (*May be no more than **25%** of Line 1) \$20,000
 - c. Total of required cash & in-kind contribution (*Sum of Lines 2a+2b must equal Line 1) \$100,000
3. **Additional Management Grant Funding, if applicable** (*Additional funding above minimum required dollar-for-dollar match)
 - a. Applicant's Additional Cash Funding \$10,000
 - b. Applicant's Additional In-Kind Funding \$15,000
 - c. Total of Additional Applicant Cash & In-kind Funding (Sum of Lines 3a+3b) \$25,000
4. **TOTAL MANAGEMENT GRANT COST** (Sum of Lines 1+2c+3c) **\$225,000**

MHAA intends to make available to the public certain information regarding projects for which an application has been submitted under the MHAA Grant Program. The information available to the public will include the information in this grant application as supplemented or amended. This information may be confidential under Maryland's Access to Public Records Act. If you consider this information confidential and do not want it made available to the public, please indicate so in writing attached to this application. You agree that not attaching an objection constitutes your consent to the information being made available to the public and a waiver of any rights you may have under the Act regarding this information.

I have read and understand I have waived confidentiality of information as described above.

Applicant's Signature

Date

APPENDIX II: MANAGEMENT GRANT NARRATIVE DESCRIPTION

Please address all items listed in the following narrative description completely and concisely on 8 ½" x 11" bond paper. **Two (2) electronic/digital copies** of the full application must also be submitted on two CD-R (Compact Disc-Recordable) disks; **label** the disks with the Heritage Area Name, Fiscal Year grant being applied for, and the program used to create the files (e.g. Microsoft Word 2003). Use Microsoft Word® or another program readable by Microsoft Word® to produce the electronic version. **DO NOT SUBMIT MATERIALS AS PDF FILES OR IN OTHER FORMATS THAT CANNOT BE EDITED BY MICROSOFT OFFICE®.**

FY 2013 ANNUAL WORK PLAN

I. Annual Work Plan Chart

Use the template in **Appendix IV** to draft program and organizational goals for the heritage area for the coming fiscal year (July 1 to June 30), and draft objectives, action items, timelines, estimated costs, and responsibilities for each goal. Categorize each objective as one or more of the four MHAA Categories of Activity:

- **Product Development:** Management entities lead or initiate the creation of new or enhanced place-based (archaeological, historic, cultural, natural) experiences for both visitors and Maryland residents. Heritage Areas focus on the sustainability and capacity of these heritage tourism products both so their partner Destination Marketing Organizations (DMO) have more to market to the consumer and so Maryland residents have better communities in which to live.
- **Building Partnerships:** Management entities work to engage all partners and leverage resources. They work to bring both common and uncommon partners together to focus on projects of common benefit. Heritage Areas bring disparate state and local entities together around a common, local vision. Heritage Areas help to build organizational capacity, understanding, and access to financial and technical assistance.
- **Regional Identity:** Heritage Areas provide a connection to place that showcases each area's distinctive archaeological, cultural, historic, and natural assets. They apply an approach that is unique to, and respectful of, local geography. Through the projects and events that they host or encourage, Heritage Areas sustain, respect, and celebrate the heritage of an area, making it relevant to both present and future generations.
- **Organizational:** Activities that relate to the internal workings of the Management Entity. These items should correspond with organizational/management activities outlined in the Summary Scope of Work (Appendix I, section III) and the Budget (Appendix III).

Keep in mind the performance measures that are required by MHAA. There must be objectives that address all three key categories of activity, and should include at least one Metric from each category (see Appendix IV, Addendum B). At least one Impact Metric under each category must be selected as the priority area of focus for the Management Entity in the next year.

II. Products

What tangible products will you generate, if any (e.g. heritage area brochures, newsletters, guidebooks, studies, signage, etc.)?

PERSONNEL

III. Coordination

Who will staff your organization's heritage area activities and who will be responsible for the various components of the heritage area's operations? Describe the qualifications of the staff and attach resumes of potential staff members and consultants.

IV. Grants Management

Describe your organization's administrative and financial experience and ability to manage a grant of this type. List the name, title, address, daytime phone number, email address, and fax number of the individual(s) who would manage this grant.

FINANCIAL SUPPORT

V. Sources of Funds

- A. **In-Hand Funds:** Identify and describe the source, type, and amount of funds your organization currently has **in hand** for this grant. Documentation that these funds are in hand must be submitted as part of this application.
- B. **Funding Commitments:** Identify and describe the source, type, and amount of funds **not currently in-hand**, but for which your organization has commitments to support heritage area operations prior to the start of the grant. Provide the names, addresses, and daytime phone numbers of these sources. **Proof of matching fund commitments must be submitted to MHAA staff by June 22, 2012 for review prior to final approval of grant awards by MHAA at its July meeting.**
- C. **Projected Funds:** Identify and describe the source, type, amount, expected date of availability and expected date of notification of **projected funds**, i.e. funds that are not currently in-hand or for which your organization currently has no documentable commitments, but which you expect to receive prior to project initiation. For example, funds for which a grant application has been submitted, but notice of whether or not the grant was funded will not be received prior to final approval of grant awards by MHAA at its July meeting.

Proof that the funds have been applied for or requested must be submitted to MHAA for review prior to the June MHAA Technical Advisory Committee (TAC) meeting.

NOTE: MHAA may reduce the amount of a grant award if documentation of projected funds is not received prior to final approval of grant awards by MHAA at its July meeting. In no case will MHAA grant funds be disbursed prior to submission of documentation that projected funds are in-hand or there is a documentable commitment of funds.

VI. Other Support for the Project

Identify and describe support for the heritage area by state, county, or local governments, private, non-profit preservation organizations, or other heritage area partners. A letter of authorization from the certified heritage area management entity must accompany the application if the applicant is not the heritage area management entity.

APPENDIX III: MANAGEMENT BUDGET

Use the budget sheet included in the application file to prepare a budget. You may use the sample budget sheet below as a template if you prefer to create your budget in a word processing, spreadsheet, or other computer program. **You must also submit an electronic/digital version of your budget. Please provide copies on two CD-R disks** (you may put your budget and project narrative on the same CD-R); please label the disks with the heritage area name, and the names of all files and the programs used to create them. The budget should specify such expense categories as personnel, travel, equipment, supplies, rental costs, etc. The following sample budget is provided to illustrate both the process and format MHAA grant budgets must follow.

1. First, calculate your total cash needs for management of your heritage area. In this example, cash is required for Executive Director, Office Manager and Education/Outreach Coordinator salaries and benefits, telephone/internet service, copier use, travel, office supplies, and contractual services.
2. Calculate the available in-kind contributions/match. In this example, office space and furniture has been donated for the heritage area's use. The time spent by the heritage area management entity's volunteer preservation plan committee members is also included.
3. Add the total cash needs and available in-kind contributions/match together to find the total operating budget.
4. Enter the line items on the budget page provided. Items should be organized by cost category so that similar costs are grouped together, regardless of whether they are cash or in-kind items. Rates of pay or similar cost breakdowns should be included in each line item. Attach any estimates you have obtained to support your budget.
5. Finally, identify the sources of matching funds and in-kind contributions/match.

USE OF FUNDS	MHAA GRANT FUNDS	GRANTEE REQUIRED CONTRIBUTION*		ADDITIONAL GRANTEE FUNDING		TOTAL FUNDING
		CASH	IN-KIND	CASH	IN-KIND	
PERSONNEL						
Executive Director (Full-time, Annual Salary)	\$20,000	\$40,400		\$9,000		\$69,400
Office Manager (\$16/hr X 25 hrs/week X 50 weeks)	\$10,000	\$10,000		\$800		\$20,800
Education/Outreach Coordinator (\$20/hr x 25 hrs/week x 50 weeks)	\$25,000					\$25,000
Benefits (18%)	\$5,000	\$7,600				\$12,600
5-Year Action Plan Committee (\$20/hr X 200 hrs)			\$7,000		\$1,000	\$8,000
MATERIALS						
Telephone/Internet	\$2,000	\$4,000				\$6,000
Copier (annual rental)		\$1,200				\$1,200
Office Supplies		\$1,800				\$1,800
Office Space (Rental @ \$2,000/month X 12 months)			\$10,000		\$14,000	\$24,000
Furniture/Equipment (Rental @ \$250/month X 12 months)			\$3,000			\$3,000
Travel:						
<ul style="list-style-type: none"> • Assoc. of National Heritage Areas meeting, Phoenix, AZ Nov. 12-14 (Airfare \$250; Hotel \$200; Meals \$100; Registration \$50) • Governor's Annual Tourism Conference, Ocean City, MD Oct. 11-13 (Hotel \$200; Meals \$50; Registration \$50) 						
Mileage to meetings, site visits (\$0.50/mi. x 200 miles)	\$1,000			\$200		\$1,200
Workshops X 2 (Facility rental; refreshments; copying/printing materials)	\$5,000	\$5,000				\$10,000
CONTRACTUAL SERVICES						
Newsletters (4 issues X 5,000 copies per issue X \$0.20/per copy)	\$4,000					\$4,000
Annual Report (500 copies X \$4.00/per copy)	\$2,000					\$2,000
Web hosting (\$500/month X 12 months)	\$6,000					\$6,000
Consultant for 5-Year Action Plan	\$10,000					\$10,000
DISCRETIONARY FUNDS						
Mini Grant Program (Minimum award = \$500, Max. award = \$2,500)	\$10,000	\$10,000				\$20,000
TOTALS	\$100,000	\$80,000	\$20,000	\$10,000	\$15,000	\$225,000

*** Grantee agrees to provide funding in an amount not less than the amount of the MHAA Grant. Grantee's cash contribution must be in an amount equal to no less than 75% of the Grant amount. As part of Grantee's Final Report, Grantee must provide financial documentation to MHAA of all expenditures of MHAA grant funds and all cash and in-kind contributions utilized to meet these requirements.**

Identify source(s) of non-state matching funds and in-kind match. If more than one organization is providing support, identify each organization and the kind and amount of support, as well as the status of the support (in-hand, committed, or projected).

Donor: Local Government ABC
Source: Operating Budget
Kind: Cash
Amount: \$76,950
Date Available: July 1, 2011
Status of Funds: Committed

Donor: Local Government XYZ
Source: Donated Materials
Kind: In-Kind
Amount: \$27,000 (office space and furniture)
Date Available: Now
Status of Funds: In-hand

Donor: Community Foundation
Source: Grant
Kind: Cash
Amount: \$13,050
Date Available: July 1, 2011
Status of Funds: Projected

Donor: Preservation Plan Committee
Source: Donated Time
Kind: In-Kind
Amount: \$8,000
Date Available: Now
Status of Funds: Committed

APPENDIX IV: ANNUAL WORK PLAN CHART - Goals, Objectives and Action Items:

Goal 1: [Insert Goal Here]

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start/End Date	Desired Outcome/ Measurable Results	Other Criteria	Categories of Activity (select all that apply)
[Insert objective 1]								TIZ? <input type="checkbox"/> Yes <input type="checkbox"/> No In Mgmt/5yr Plan? <input type="checkbox"/> Yes <input type="checkbox"/> No Plan Reference: (page #) _____ If not in plan, why priority?	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
[Insert objective 2]								TIZ? <input type="checkbox"/> Yes <input type="checkbox"/> No In Mgmt/5yr Plan? <input type="checkbox"/> Yes <input type="checkbox"/> No Plan Reference: (page #) _____ If not in plan, why priority?	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

Goal 2: [Insert goal here]

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start/End Date	Desired Outcome/ Measurable Results	Other Criteria	Categories of Activity (select all that apply)
[Insert objective 1]								TIZ? <input type="checkbox"/> Yes <input type="checkbox"/> No In Mgmt/5yr Plan? <input type="checkbox"/> Yes <input type="checkbox"/> No Plan Reference: (page #) _____ If not in plan, why priority?	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
[Insert objective 2]								TIZ? <input type="checkbox"/> Yes <input type="checkbox"/> No In Mgmt/5yr Plan? <input type="checkbox"/> Yes <input type="checkbox"/> No Plan Reference: (page #) _____ If not in plan, why priority?	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

Addendum A. Definitions

Goals: These set out the accomplishments the organization hopes to make within a specific time period.

Objectives: Statements (usually measurable in some way) of short-term achievements and collections of activities that, if achieved, constitute fulfillment of the goals.

Strategies/Action Items: The activities that will be implemented to ensure that the goals are accomplished. They answer the question, “What will it take to accomplish our goal?”

Addendum B. Heritage Area Program Impact Metrics

On an annual basis, Heritage Areas will be asked to submit data for a series of metrics designed to measure Heritage Area impact in three key categories of activity: 1). Development of Heritage Based Product; 2.) Building Partnerships; and, 3.) Sustaining Regional Identity. All Heritage Areas will collect data in all categories. However, Heritage Areas will identify those metric categories in which achievement is most relevant to accomplishing their management plan goals and objectives. Following action on the Strategic Plan by MHAA, data definitions for these metrics will be developed.

MHAA will review these metrics every year for clarity and effectiveness. It is anticipated that this performance measurement tool will continue to be refined over time with input from Heritage Areas and other Program partners.

Below, identify at least one Impact Metric in each of the three categories which will be priorities for the Management Entity for the next five years.

Heritage Product Development		Sustaining Regional Identity	
	Number of enhanced heritage attractions, activities, events		Local communications, programs to educate residents about regional identity
	Increased attendance at heritage attractions, activities, events (year over year percentage)		Anecdotes from stakeholders, residents
	Capital investment in TIZ		Increased number of volunteer hours and dollars donated locally
	New designated resources – byways, historic districts, protection, arts & entertainment districts – to attract or contribute to heritage area, heritage tourism		Participation in making positive change in county comprehensive plan
	Increase in other cultural/natural products and services related to heritage area awareness, themes, or heritage tourism (interpretation, guide training, signage, local marketing communications)		Participation in development of new design guidelines, preservation/conservation policy
Building Partnerships			
	Number of organizations served through technical assistance and grant programs		
	Three demonstrations of how heritage area management entity assistance added value, helped accomplish mission (preferably in heritage product development, sustaining regional identity)		
	Workshops held and number of participants (follow-up following year to determine actual implementation– report as result)		
	Cultivate new national funding (leverage certified heritage area status to attract federal funds)		
	New partnerships cultivated to overcome preservation, protection challenge		

SAMPLE